

2030 STRATEGY

**DOING TODAY
WHAT IS RIGHT FOR
TOMORROW**



CLINTON DEVON ESTATES

A COMMITMENT TO PUBLIC DUTY AND SERVICE



EDWARD NINTH
BARON CLINTON,
1ST EARL OF LINCOLN
1512-1585
LORD HIGH ADMIRAL
OF ENGLAND



*“Above every
satisfaction which you
can experience is the
inward knowledge
that you can look the
whole world in the face
and say that you have
done your duty, and
something more
than your duty”*

ROBERT HARTLEY LIPSCOMB
STEWARD 1865 - 1882

”

OUR PAST

THE CLINTON BARONY
ORIGINATED OVER SEVEN
CENTURIES AGO, AND SINCE
THEN THE CLINTONS HAVE
SERVED THEIR COUNTRY AS
SOLDIERS, POLITICIANS AND
INNOVATIVE LANDOWNERS
FOR 23 GENERATIONS.

During its lifetime the Estate has
been a values-based organisation with
a family business ethos. Over decades,
our approach has been characterised
by long term thinking, by a high degree
of openness, transparency and
integrity, and a relentless quest to
secure the long-term prosperity of the
Estate and the people who live and
work on it, in ways that care for the
countryside and engage with the wider
community. A commitment to public
duty and service pervades the family
history to this day.

OUR 2030 STRATEGY

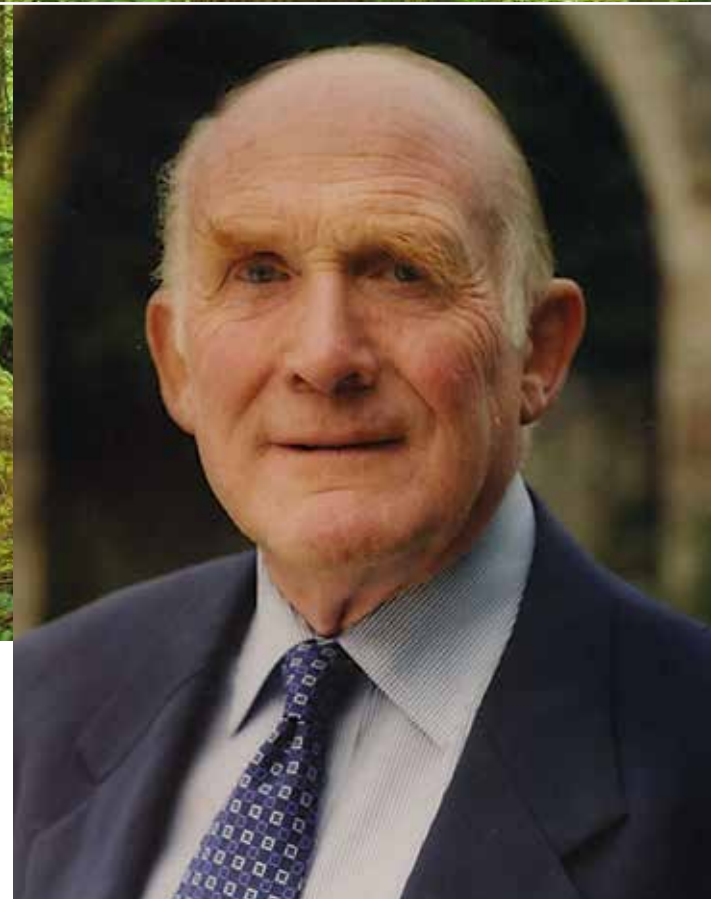
OUR PRESENT

OUR 2021 STRATEGY HAD A CLEAR FOCUS ON THE BUILT AND NATURAL ENVIRONMENT AND A FORWARD-LOOKING PERSPECTIVE FOR THE CLINTON FAMILY, OUR EMPLOYEES, TENANTS AND CUSTOMERS, AS WELL AS LOCAL COMMUNITIES.

We live in exciting times of radical transformation. How land is being managed and regulated, society's interest in the environment and climate, concern about the origin and standards of the food we eat, the welfare of animals, and where our energy comes from, just to name a few. Recent global and high-profile events have triggered the need to reframe our relationship with nature and to re-imagine the balance between financial and environmental sustainability.

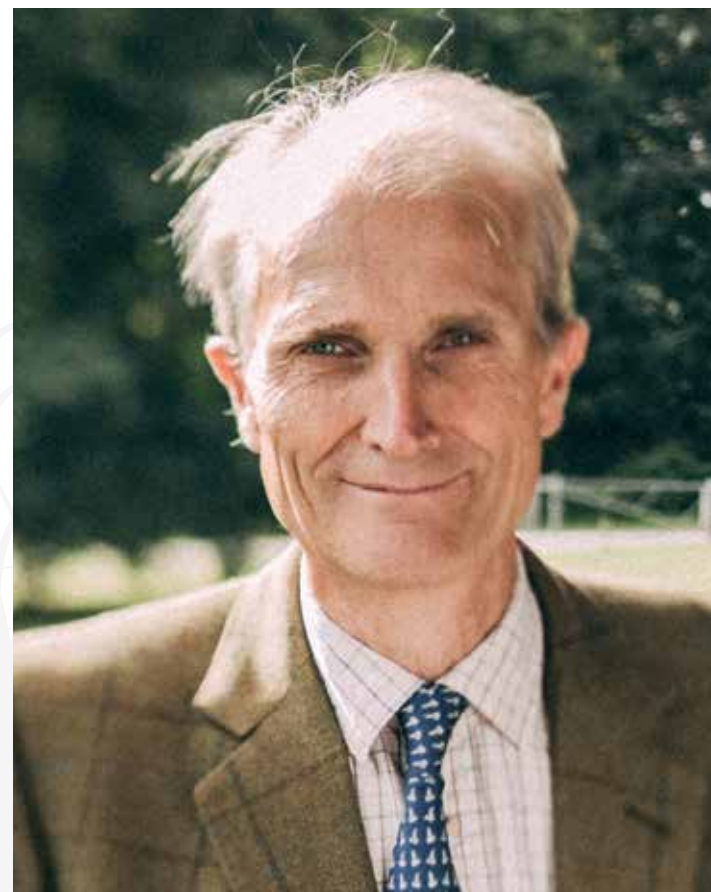
We are in a time of transition where we are seeing new industries emerge and others disappear. New livelihoods are being created, and others come under increasing pressure. Changes are also resulting from commitments to address climate change and the repatriation of regulation and legislation since leaving the European Union. As we initiate the path to recovery from the global pandemic, previous forecasts of economic prosperity are now being revised with potentially radical changes to public debt, inflation, interest rates and growth. New opportunities in the market are manifesting themselves and, whilst we face considerable risk to our existing business model, we are also well placed to adapt and respond to society's needs. The challenge will be how we manage the transition successfully.

For hundreds of years, Clinton Devon have been responsible stewards of the land we own and manage. In the future, the demands placed on us will be significant, which is, on one hand, a huge privilege and responsibility, and on the other, a remarkable opportunity.



"We are a family business and that will continue to influence our thinking and actions. We are driven by a clear purpose and an interest in enhancing what we are stewards of, in running a good business, professionally managed and supported by a desire to continually improve our knowledge and understanding"

LORD CLINTON



"We define success in terms of our ability to implement our values. We are the custodians of what we have received and wish to give back. As an organisation, we are committed to achieving environmental and financial sustainability"

CHARLES FANE TREFUSIS



OUR 2030 STRATEGY



“The future may be uncertain, although that uncertainty holds opportunities. By being prepared and adaptable Clinton Devon Estates can capitalise on the success of the 2021 strategy while remaining rooted in who we are and what we stand for”

EDWARD FANE TREFUSIS



OUR FUTURE

IN THE AUTUMN OF 2020 AT THE OCTOBER TRUSTEES' MEETING, THE FAMILY AND TRUSTEES HAD THE OPPORTUNITY TO ENGAGE IN SETTING THE PRIORITIES FOR ACTION AND TO ARTICULATE THE FOUNDATIONS OF THE STRATEGY. THE 2030 STRATEGY PROVIDES CONTINUITY WITH OUR 2021 STRATEGY AND REFLECTS THE RAPIDLY CHANGING EXTERNAL ENVIRONMENT FOR THOSE MANAGING LAND AND PROPERTY.

The 2030 Strategy reflects the vision and wishes of the Clinton Family and Trustees. The strategy is underpinned by the desire to ensure that we continue to be a resilient and sustainable organisation for the benefit of future generations.

Overall, we aspire to be an organisation that is recognised as being in tune with society's needs, building on our strengths in land and property management and taking advantage of the new opportunities presenting themselves in the current period of history.

The 2030 Strategy is founded on principles for managing the transition over the next nine years taking appropriate risk, making bold choices, and transforming how we do business and manage our assets. It is aligned with many of the United Nations Sustainable Development Goals.

THE 2030 STRATEGY IS ARTICULATED ACROSS THREE THEMES OF ACTIVITY: LAND USE, INVESTMENT AND GOVERNANCE. THESE THEMES HAVE BEEN FURTHER DEVELOPED INTO 15 “AMBITIONS” WHICH WE WILL MEASURE OUR PERFORMANCE AND SUCCESS AGAINST. WE WILL REVIEW REGULARLY THE PROGRESS BEING MADE, ENSURING THAT WE ARE ON TRACK TO ACHIEVE OUR KEY STRATEGIC OUTCOMES AND REMAIN TRUE TO THE CLINTON FAMILY'S VALUES AND HERITAGE.

OUR 2030 STRATEGY

OUR STRATEGY OUTCOMES

1

WE WILL BE A
FINANCIALLY
SUSTAINABLE
ORGANISATION

2

WE WILL DEMONSTRATE
ENVIRONMENTAL
SUSTAINABILITY
ACROSS ALL AREAS
OF OUR BUSINESS

3

WE WILL BE AN
INCLUSIVE, INNOVATIVE
AND HEALTHY PLACE
TO WORK

OUR VALUES

OUR VALUES ARE BASED
ON THE PRINCIPLES OF
RESPONSIBLE STEWARDSHIP
AND INTEGRITY.

STEWARDSHIP

DOING TODAY WHAT IS
RIGHT FOR TOMORROW.

INTEGRITY

WE STAND UP FOR WHAT
WE BELIEVE IN, WE DO THE
RIGHT THING CONSISTENTLY
AND COMMUNICATE HONESTLY.

DELIVERING THE 2030 STRATEGY

OUR 2030 STRATEGY PROVIDES CLARITY AND PURPOSE FOR THE CHOICES WE NEED TO MAKE IN THE COMING YEARS TO ENSURE THAT WE ACHIEVE OUR THREE STRATEGY OUTCOMES.

THE STRATEGY IS BUILT AROUND THREE THEMES



HOW WE MANAGE OUR LAND WILL DETERMINE THE SUCCESS OF OUR 2030 STRATEGY

THE GOAL FOR LAND USE IN THE 2030 STRATEGY IS FOR OUR LAND TO BE MORE ECOLOGICALLY HEALTHY AND PRODUCTIVE, IN TUNE WITH SOCIETY AND THE NEED TO ADAPT TO THE CHANGING CLIMATE.

THE CHOICES WE MAKE WILL BEST BALANCE THE AGENDAS OF FINANCIAL SUSTAINABILITY, IMPROVING OUR NATURAL CAPITAL AND DELIVERY OF MARKET AND NON-MARKET PRODUCTS AND SERVICES.



AGRICULTURE:	FORESTRY:	PEBBLEBED HEATHS CHARITY:	ADAPTATION TO CLIMATE CHANGE:	DEVELOPMENT:
Efficiently managing our farming operations and working in partnership with tenants and stakeholders. Our farming models should provide products that customers want to buy, enhance our soils and the natural environment and provide viable business models which sustain livelihoods.	Sustainably managing our forests and develop and provide economic, social and environmental benefits for present and future generations. We will seek to optimise woodland cover as part of an overall land use strategy.	Our National Nature Reserve will be managed through partnerships, create outstanding outcomes for nature within the reserve footprint and support wildlife recovery across the wider landscape. The Otter Estuary will have international recognition as an exemplar of climate adaptation.	We understand the risk to our organisation and land from climate change. We will have put in place the necessary adaptation to minimise this risk and to achieve net-zero carbon emissions by 2030.	A proactive approach will be taken to identifying appropriate opportunities to provide homes and business premises for local people with sustainability at the forefront of our decision making.

ALIGNING WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

WITH A DECADE OF ACTION NEEDED TO MEET THE SUSTAINABLE DEVELOPMENT GOALS (SDGs), WE RECOGNISE THE IMPACT WE CAN HAVE, BOTH POSITIVELY AND POTENTIALLY NEGATIVELY, ON ALL 17 GOALS. WE ARE COMMITTED TO FURTHER IDENTIFY AND BUILD ON OUR POSITIVE IMPACTS AND WORK COLLABORATIVELY TO THE ACCOMPLISHMENT OF SDGS THAT WE CAN ADDRESS.

By using the UN framework as a guide, we believe Clinton Devon can achieve its vision and mission by embodying best practice on sustainable development and in doing so, play our part in tackling the global challenges that we face.

As such, the objectives of our 2030 Strategy will align with many aspects of the 17 UN goals.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND
CLINTON DEVON ESTATES MILESTONES	Fostering a 'One Team' mindset	Nurturing an engaged community of employees	Promoting diversity and inclusion	Realising sustainable repeatable income streams	Embracing lean principles for our organisation	Fostering a 'One Team' mindset	Planning development for resilient communities (commercial and residential)	Encouraging new entrants to agriculture	Net zero carbon by 2030	Better understanding of our natural capital	Better understanding of our natural capital
	Promoting a culture of feedback and communication	Providing of appropriate equipment and training	Being transparent about our priorities and ambitions	Generating future income streams from new investments	Embracing new technologies and digitalisation	Promoting diversity and inclusion	Continuing our contribution to local communities	Demonstrating net environmental gain	Better understanding of our natural capital	Developing climate change resilience	Developing climate change resilience
	Integrating health, safety and wellbeing culture into daily activity	Highly skilled and developed people	Facilitating planned succession	Maintaining our family business ethos	Understanding, anticipating and proactively managing risks inside and outside the organisation		Developing new approaches to partnering for fruitful collaboration		Developing climate change resilience	Developing resilient ecosystems where wildlife can flourish	Developing resilient ecosystems where wildlife can flourish
	Prioritising employees' mental health and wellbeing			Operating professional project and risk management	Regularly conducting independent assessment of working practises					Demonstrating net environmental gain	Adopting continuous cover and multi-species approaches to forestry
											Increasing woodland cover
											Enhancing soils and natural environment

ESTATE STRATEGY

2030





CLINTON DEVON ESTATES

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